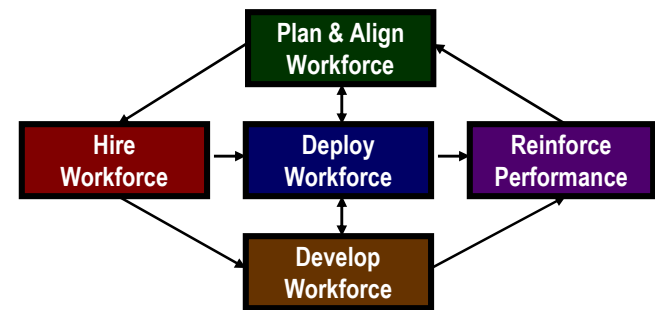

**State of Washington
Department of Fish and Wildlife**

**Human Resource
Management Report**

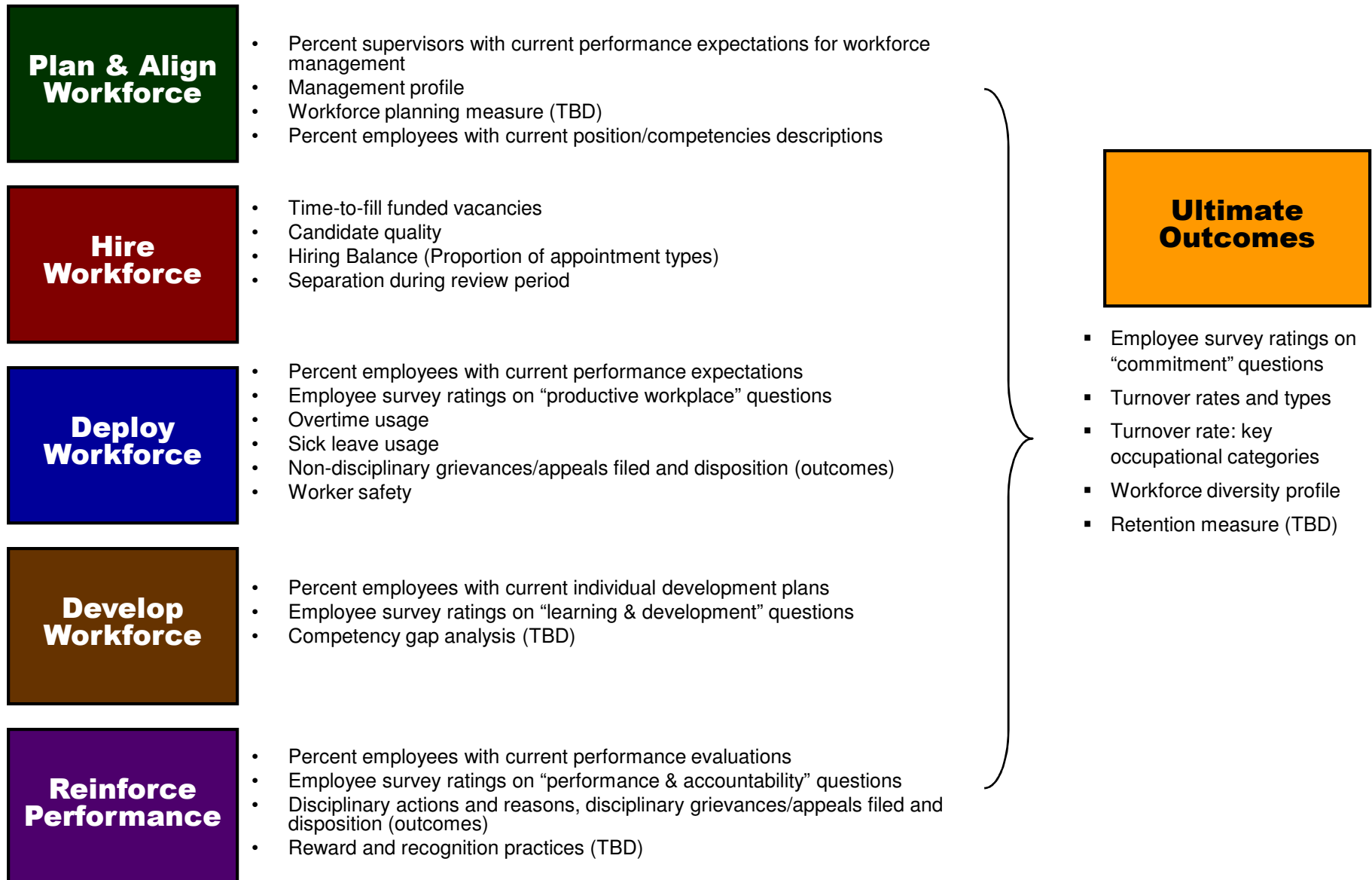


October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

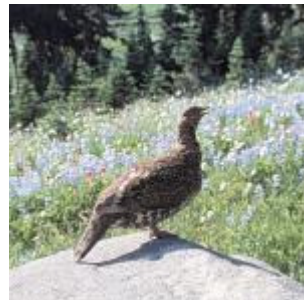
Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: Medium

Percent supervisors with current performance expectations for workforce management = 100%*

*Based on 481 of 481 reported number of supervisors



Analysis:

- The Executive Management Team continues to be attentive to workforce management issues including such focused areas as: an executive management team code of conduct, leadership competencies, meaningful and timely performance evaluations, clearly defined roles and responsibilities, and connecting each individual position to the agency's strategic goals and objectives. The Director's performance agreement with the Fish and Wildlife Commission, including workforce management expectations, has been cascaded down to the performance expectations of management employees and line staff.

Action Steps

- Continue to integrate management expectations with the mission of the Agency and the day-to-day business operations of its employees.

Data as of 07/08
Source: Agency-tracked data

Management Profile

Agency Priority: Low

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 128

Percent of agency workforce that is WMS = 7.1%

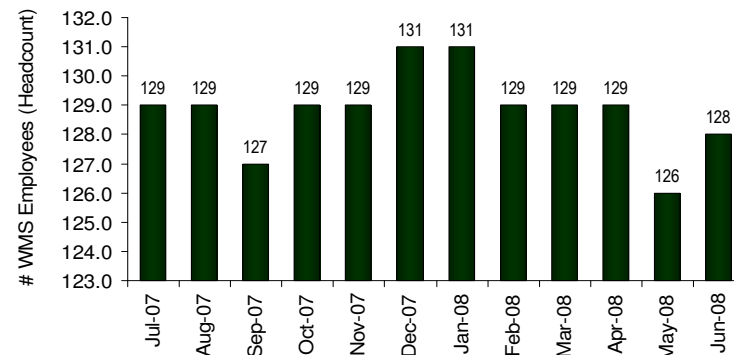
Managers* Headcount = 122

Percent of agency workforce that is Managers* = 6.8%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend

Data Time Period: 7/2007 through 6/2008

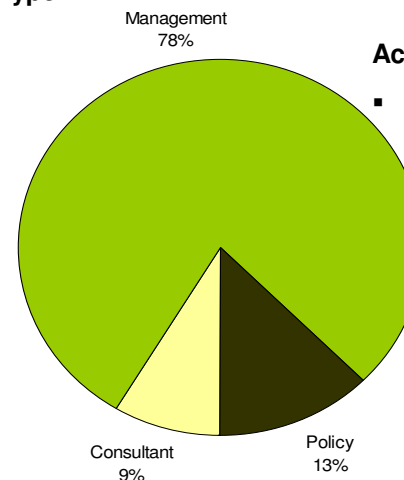


Analysis:

- In October 2007 we reported 7.4% WMS employees; in this report, 7.1%. The agency is effectively monitoring WMS positions.
- The agency has diverse management needs. Washington Management Service employees are divided as follows: 13% focus on policy issues, 9 % focus on consulting, and the remainder, 78%, are managers in the classic sense (eg. Staff, budget, etc). This is appropriate for our agency.
- The number of employees at Fish and Wildlife varies significantly from month to month, so the percentage varies. Also, vacant WMS positions change the percent from day to day.

WMS Management Type

Management	101
Consultant	11
Policy	16



Action Steps:

- The agency will continue to monitor WMS positions.

Data as of 07/08
Source: DOP Business Intelligence

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Low

Percent employees with current position/competency descriptions = 85%*

*Based on 1152 of 1360 reported employee count.

Applies to employees in permanent positions, both WMS & GS



Analysis:

- The agency improved from 80% to 85% of permanent employees in permanent positions with current position descriptions.
- When identifying positions that needed updated position descriptions, it was determined that a better way to track and monitor position descriptions was needed. During the last year, a more efficient way of storing and tracking position descriptions has been developed and implemented. This new method has enhanced DFW's ability to analyze position duties and identify mission or outdated position descriptions.

Action Steps:

- When a position action is completed, the position description will be reviewed verifying that descriptions include both what tasks need to be completed and what competencies are needed for the position.
- The Human Resources Office will provide timely notice to supervisors when position descriptions need updating or replacing, with a goal of all position descriptions being no more than five years old.

Data as of 07/08
Source: Agency Tracked Data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: Medium

Time-to-fill Funded Vacancies

Overall avg. calendar days to fill* 7/07 – 6/08: 55.6 days

Final 6 months of reporting year reduced to: 48.9 days

Number of vacancies filled: 252

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Medium

Candidate Quality

Our candidate quality survey is on line. The response rate for this voluntary survey of hiring managers and supervisors was below 30% and should improve in the next reporting period.

Of the candidates interviewed for vacancies, how many had the competencies needed to perform the job? 97% said the quality of the candidates was either satisfactory or excellent.

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

91% of managers who responded to our survey said "yes".

91% also said the number of candidates available was either satisfactory or excellent.

Data Time Period: 07/07 through 06/08
Source: Agency Tracked Data

Analysis:

- Since reorganizing to create a dedicated recruitment team, we have steadily reduced the number of days required to complete a recruitment.
- From July 2006 through June 2007, we completed 157 recruitments for permanent positions in an average of 67 calendar days. From July through December 2007, we filled an additional 153 positions in an average of 60 calendar days. From January through June 2008, we filled 99 positions in an average of 48.9 calendar days or approximately 35 working days.
- Each recruitment is customized to the position, including analysis of duties and identification of competencies and screening criteria.
- Some recruitments took considerably longer than the average, depending on the time required to attract and identify candidates with difficult to find skill sets.
- We have also worked on improving our recruitment database, recruitment sources, and employment listserve, which now includes almost 5,000 people who receive job openings every week. The advantage of this source is that these are potential applicants who are interested in working for WDFW.

Action Steps:

- Identify additional sites on which to post openings for hard to fill positions.
- Identify and place on the agency website additional reference tools that can assist supervisors with the hiring process.
- Identify ways to increase the response rate to our candidate quality survey.

Survey of Hiring Supervisors

DFW Survey	Yes	No	Excellent	Satisfactory	Not Satisfactory
1. Did you provide any recruitment sources to the HR Staff ?	53%	47%			
2. The number of candidates available for consideration was...			27%	64%	8%
3. The quality of candidates was...			39%	58%	3%
4. Of those interviewed, were you able to hire the best candidate for your position?	91%	9%			
5. The counsel from the HR staff was..			66%	31%	3%

Hiring Balance / Separations During Review Period

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

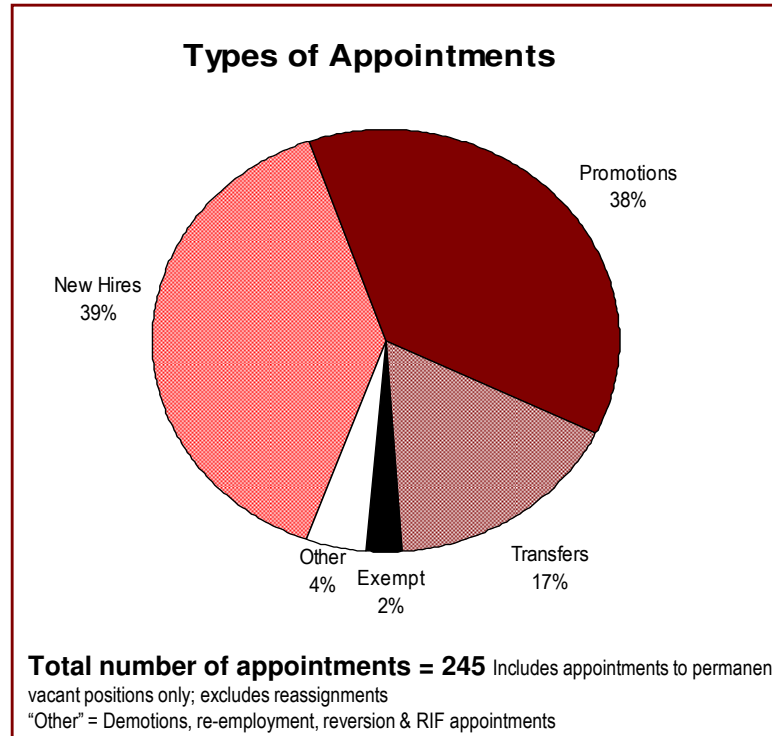
Time-to-fill vacancies

Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	6
Probationary separations - Involuntary	2
<i>Total Probationary Separations</i>	<i>8</i>
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>2</i>
Total Separations During Review Period	10

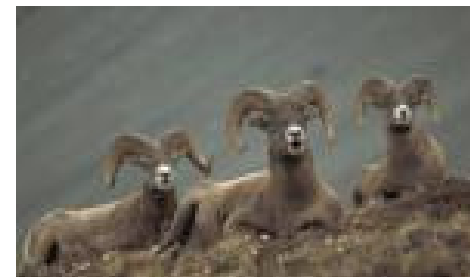
Data Time Period: 07/07 through 06/08
 Source: DOP Business Intelligence

Analysis:

- The comparison of this and last year's appointments, show continuing consistency.
- We believe that 39% new hires coming from outside the agency and 38% promotions from within the Department is a desirable balance.
- The agency has had 245 total permanent appointments during this reporting period; these appointments represent 13% of our total current permanent workforce.
- Two involuntary separations is one less than the last report, which recorded less appointments. No indication of a problem with hiring standards.
- The involuntary separations did not indicate a specific area of the agency, or a specific job classification.

Action Steps:

- Continue excellent hiring practices.
- Monitor for issues.
- Look at feasibility of doing exit interviews.
- Provide training module on conducting reference checks as part of the hiring process.



Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 88%*

*Based on 1194 of 1360 reported employee count
Applies to employees in permanent positions, both WMS & GS



Analysis:

- This is a decrease from 96% (as reflected in July 2007 data) to 88% employees with current performance expectations (based on July 2008 data).
- During this tracking cycle we used a new database to track evaluations. While the data is easier to access and more accurate, implementation caused some delays.
- The tracking system needs to be improved to capture both the expectations and the assessment portion of the PDP.
- Training is done for supervisors each January through February in preparation of the March evaluation completion cycle.

Action Steps:

- Reprogram tracking system before March 2009.
- For those programs with employees who have missing performance expectations, increase the number of reminders from the Human Resources Office should result in increases in completed evaluations.
- All expectations will be reviewed by Human Resources staff
- Training will continue in January/February 2009

Data as of 07/08
Source: Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

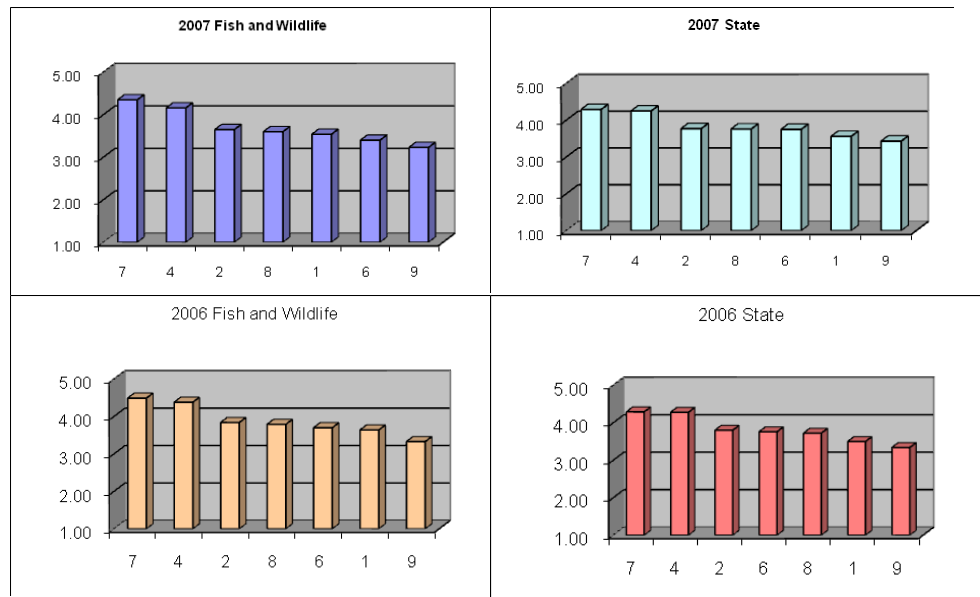
Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: High

Overall average score for productive workplace ratings:	3.88	3.67	2006Avg	2007Avg
Q4. I know what is expected of me at work.....		4.3	4.2	
Q1. I have opportunity to give input on decisions affecting my work.....		3.6	3.5	
Q2. I receive the information I need to do my job effectively.....		3.8	3.7	
Q6. I have the tools and resources I need to do my job effectively.		3.7	3.4	
Q7. My supervisor treats me with dignity and respect.....		4.4	4.3	
Q8. My supervisor gives me ongoing feedback that helps me improve my performance....		3.7	3.6	
Q9. I receive recognition for a job well done.....		3.3	3.2	
Q13. My agency consistently demonstrates support for a diverse workforce.....		NA	3.4	

Overall average score for productive workplace ratings: 3.88 3.67



Analysis : In 2007, the Department of Fish and Wildlife mirrored the statewide survey responses to this series of questions with the exception of questions # 1 & 6. We rated "opportunity to give input on decisions" (#1) as slightly higher than "tools and resources to do my job effectively" (#6), and the statewide response reversed these.

The lowest score for WDFW and the state was question # 9: "I receive recognition for a job well done." We have elected to focus on improving how, and how often, we recognize employees. We plan to expand our formal once-per-year recognition event to a year-round process that includes both formal and informal activities.

Action Steps: Design and Implement recognition plan with input from employees that includes both formal and informal recognition.

Data as of 07/08

Source: Agency – using the standard 13 question State Employee Survey

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

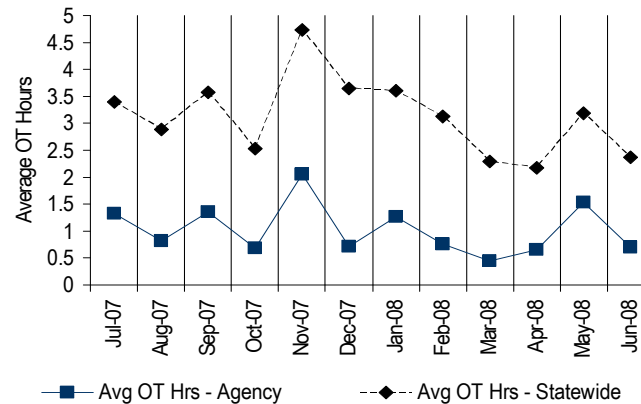
Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)
Worker safety

Average Overtime (per capita) *

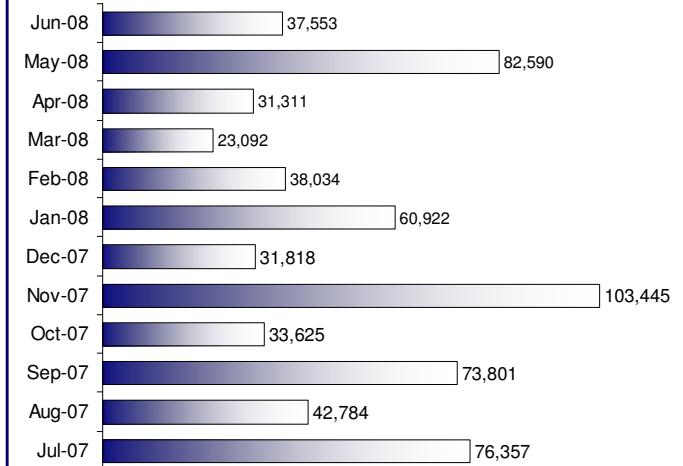


Overall agency avg overtime usage – per capita, per month: 1.025**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency



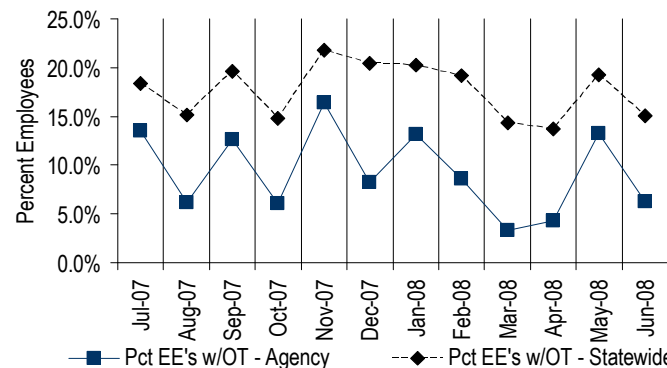
Analysis:

- Based on our continued analysis of overtime costs, there are no obvious concerns regarding the use of overtime. In fact, DFW's overtime costs appear to closely match overtime costs of other agencies statewide. Given that DFW's overtime costs relate to cyclical workload (e.g. spawning and planting fish, growing crops, and life cycle's of wildlife), this direct correlation is somewhat surprising.
- Overtime use and costs for overtime hours are both down since the last reporting cycle.
- Overtime is being monitored and tracked at the Executive Management level for each program within the agency.

Action Steps:

- DFW will continue to monitor overtime use and its relationship to business necessity.
- Agency will identify and analyze unexpected spikes in use or unexpected trends that vary from past use and costs.

% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: .093233%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 07/07 through 06/08

Source: DOP Business Intelligence

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

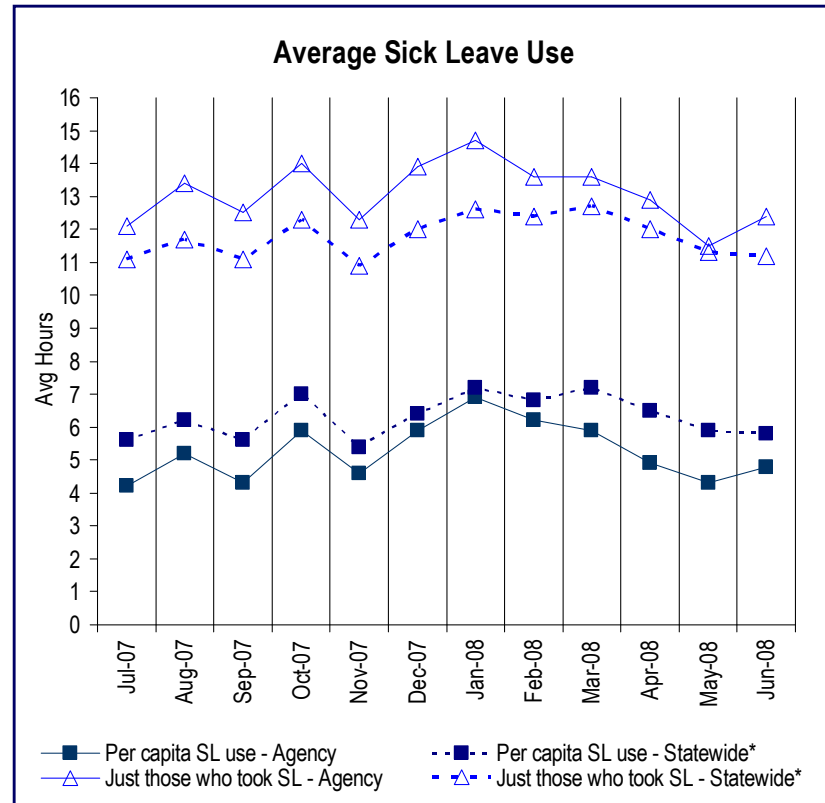
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low



Analysis:

- Although our per capita sick leave may be down slightly from previous reporting periods, the trends remain consistent with those of earlier reporting periods. Per capita, our employees use slightly less sick leave on average than do state employees overall.
- However, when considering only employees who used sick leave, our employees use slightly more sick leave than state employees overall.
- In terms of cyclical data, our periods of more or less sick leave use are quite similar to those of the state as a whole.

Action Steps:

- We are continuing to monitor sick leave use for any indication of inappropriate use or any relationship to workload or safety concerns.
- We have increased agency support for health and wellness activities.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
5.3 Hrs	66.7%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
13.1Hrs	163.2%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

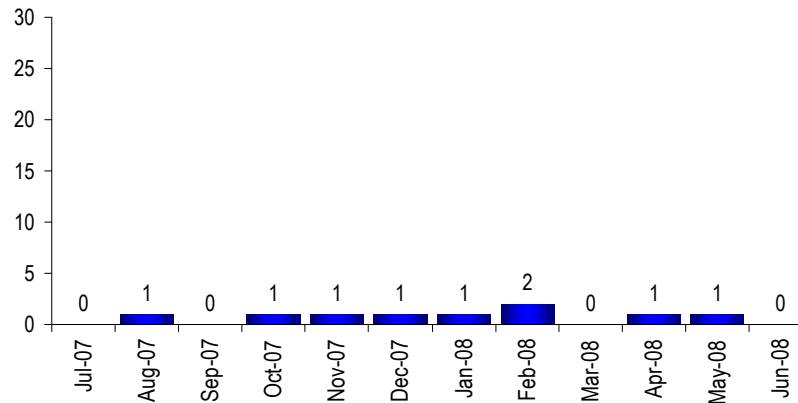
Data Time Period: 07/07 – 06/ 08

Source: DOP supplied data

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = 7

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- 2 Withdrawn
- 5 are still open

Action Steps:

- Continue to maintain good working relationships with representatives from the unions and employee organizations we work with.
- Continue to maintain good working relationships with the Governor's Labor Relations Office.
- Continue to communicate with employees and external partners on issues of mutual interest
- Provide continued in-depth training on application of collective bargaining agreements and related topics.

Data Time Period: 07/07 through 06/08
Source: HRMS Grievance Report/ DOP Website

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Housing	2
2. Hours of Work	1
3. Duty Station	1
4. Compensation	1
5. Personnel File	1
6. Management Rights	1

Analysis:

- DFW has approximately 1800 employees and has 14 bargaining units, and 4 Master Collective Bargaining Agreements (CBA's) to administer in conjunction with 4 different union/s employee organizations.
- During the time frame covered by this report, two of our long-term bargaining units were raided and changed representation (from WPEA to WAFWP).
- Additionally we participated in full scope collective bargaining on three of the four Master CBA's
- Given all of the above, including the fact that 63% of the 1810 employees are represented, .6% of represented employees filed grievances during this one year period.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

1 Job classification

1 Total filings

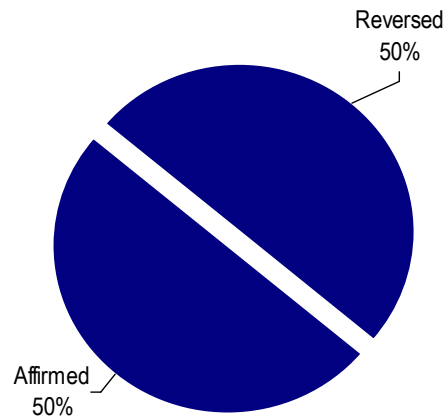
Filings with Personnel Resources Board

0 Total filings

Non-Disciplinary appeals only are shown above.

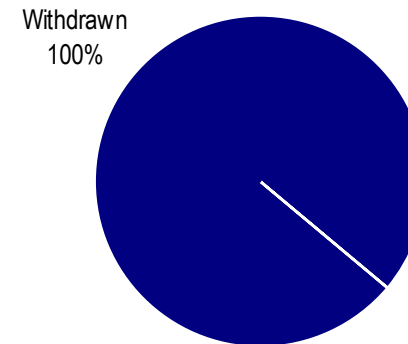
There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes



Total outcomes = 2

Personnel Resources Board Outcomes



Total outcomes = 1

Data Time Period: 07/07 – 06/08
Source: DOP Website

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions
Overtime usage
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Fish and Wildlife, Department of

Department of Fish and Wildlife

Analysis:

- Although claims rates for WDFW fourth calendar quarters typically decline, our rate for Q42007 increased. Hours worked were sharply reduced which, coupled with several unusual injuries, resulted in the increase in the claims rate.
- Re-carpeting in the Natural Resources Building during the fourth quarter of 2007 required higher levels of exertion than usual from office employees, resulting in several injuries.
- Due to increasing use of modified duty to prevent time loss claims, our compensable claim rate is lower than expected, continuing a declining trend.

Action Plan:

Agency Priority: Medium

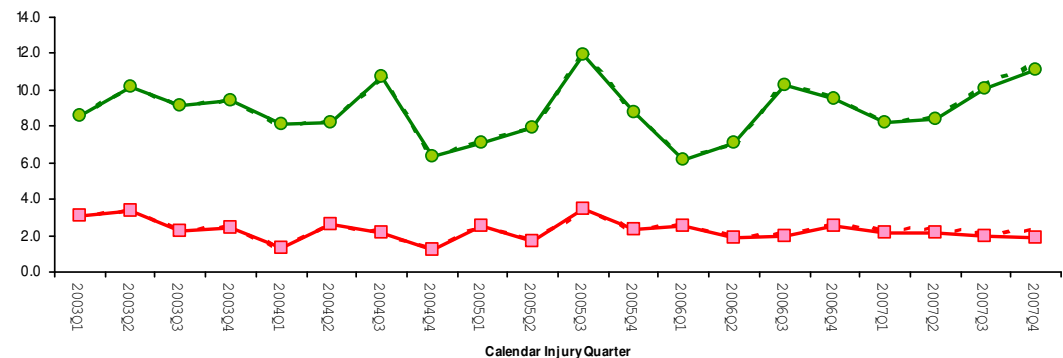
- Increased injury prevention reminders for office staff involved in the Natural Resources Building re-carpeting processes
- Continue emphasis on Early Return to Work and provide further training to supervisors and management on modified duty options for injured workers.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

—●— claims rate
—■— compensable claims rate
- - - projected claims rate
- - - projected compensable claims rate

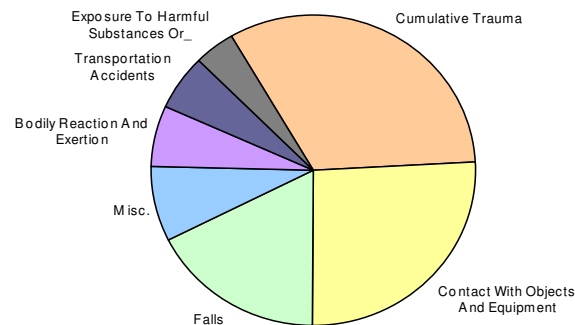


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	202
9	Other Events Or Exposures	30
0	Contact With Objects And Equipment	3

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 88%*

*Based on 1194 of 1360 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The Agency planned a tracking system to be in place by March 2008. It was delayed until May 2008, which resulted in not knowing which employees were missing development plans. As a result, we were unable to follow through and directly encourage supervisors as early as expected.

Action Steps:

- Work closely with Programs to track missing development plans.
- Upgrade tracking system
- ~~Improve number of employees with development plans~~

Employee Survey "Learning & Development" Ratings

Agency Priority: Medium

	<u>2006</u> <u>Avg</u>	<u>2007</u> <u>Avg</u>
Q 3. I know how my work contributes to the goals of my agency.	4.2	4.0
Q10. My performance evaluation provides me with meaningful information about my performance	3.3	3.15
Q11. My supervisor holds me and my co-workers accountable for performance.	4.2	4.03
Q 9. I receive recognition for a job well done.	3.3	3.23

Analysis:

- The highest scoring questions in this series are: "I know how my work contributes to the goals of my agency." and "My supervisor holds me and my co-workers accountable for performance."
- Employees may not find the formal evaluation process as meaningful as we would like it to be, however employees do feel they are held accountable for work that contributes to the goals of the agency. This is an important statement.
- The current PDP format may not be the best communication tool for providing meaningful feedback about performance.

Action Steps:

- We will continue to search for ways to make this process more valuable. Making certain that each plan relates to the specific position is our beginning focus for this fiscal year.
- We are working on ways to improve employee recognition both formally and informally.

Data as of 2007 Survey
Source: Agency – using the standard 13 question State Employee Survey

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

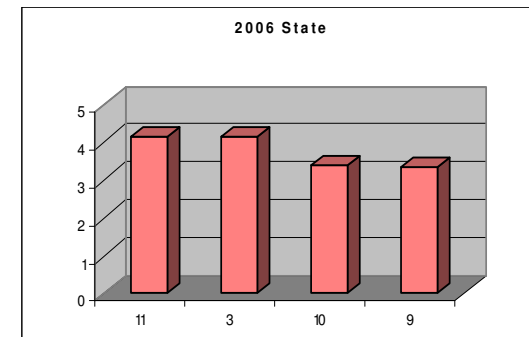
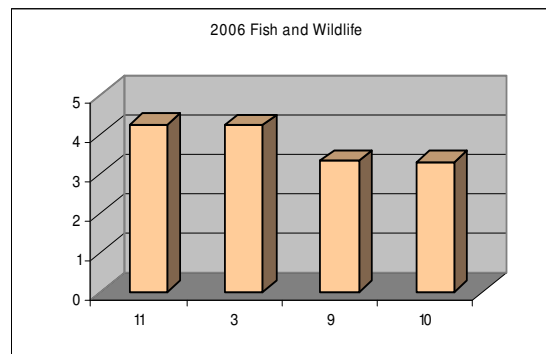
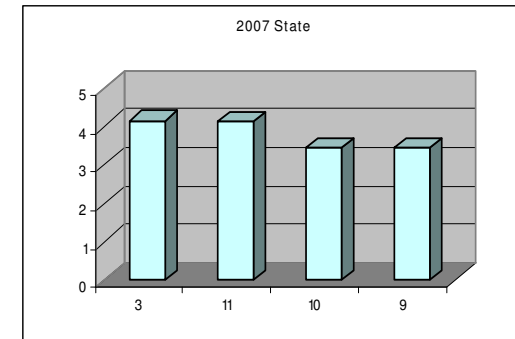
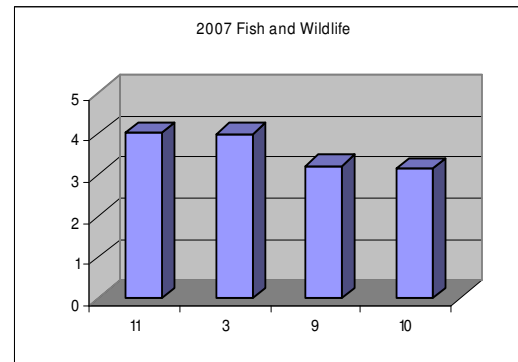
Performance Measures

Percent employees with current individual development plans

Employee survey ratings on “learning & development” questions

Competency gap analysis (TBD)

Learning and Development Rating Comparison



Q 3. I know how my work contributes to the goals of my agency.

Q10. My performance evaluation provides me with meaningful information about my performance

Q11. My supervisor holds me and my co-workers accountable for performance.

Q 9. I receive recognition for a job well done.

Data as of 2007 Survey
Source: Agency – using the standard 13 question State Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Medium

Percent employees with current performance evaluations = 88%*

*Based on 1194 of 1360 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The Agency planned a tracking system to be in place by March 2008. It was delayed until May 2008, which resulted in not knowing which employees were missing their development plan as early as expected.

Action Steps:

- Work closely with Programs to track missing develop plans.
- Upgrade tracking system
- Improve number of employees with development plans by providing reminders and suggestions via e-mail prior to the March due date.

Data as of 07/08
Source: Agency Tracked Data



Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

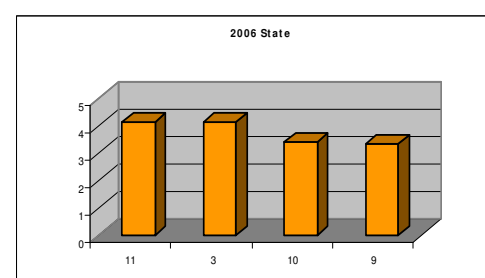
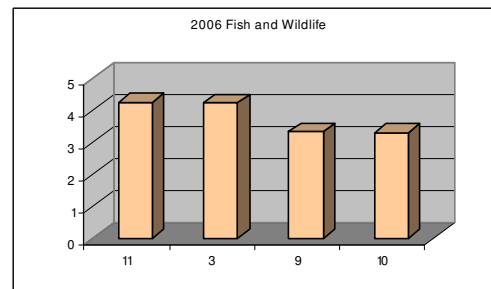
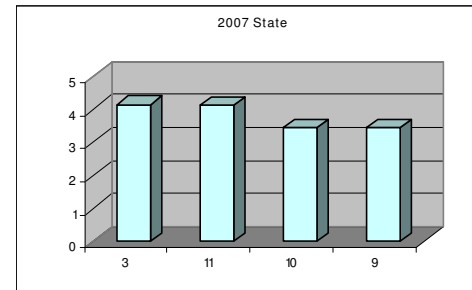
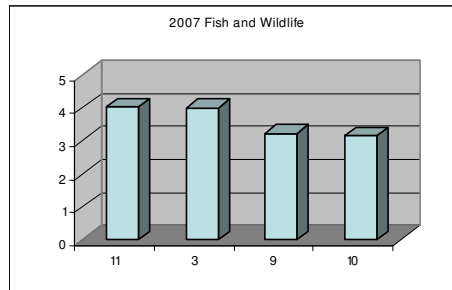
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: High

	<u>2006</u> <u>Avg</u>	<u>2007</u> <u>Avg</u>
Q3. I know how my work contributes to the goals of my agency.....	4.2	4.0
Q10. My performance evaluation provides me with meaningful information about my performance	3.3	3.15
Q11. My supervisor holds me and my co-workers accountable for performance.....	4.2	4.03
Q9. I receive recognition for a job well done.....	3.3	3.23
Overall average score for "Performance & Accountability" ratings:	3.77	3.60



Action Steps:

- The agency is developing both formal and informal ways to recognize employees.
- The agency will develop training for supervisors that will emphasize the need to keep employees updated on their performance other than the formal evaluation process.

Analysis:

- The highest two questions are questions 3 and 11. Employees understand how they contribute to the goals of the agency and supervisors hold employees accountable for performance.
- The lowest are questions 10 and 9. Employees do not get enough meaningful information about performance from their performance evaluation.
- Our overall rating dropped slightly between 2006 and 2007.
- Our numbers are not significantly different from statewide numbers.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	1
Demotions	0
Suspensions	
Reduction in Pay*	1
Total Disciplinary Actions*	2

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Use of state resources



Analysis:

- Both disciplinary actions were for misuse of state resources involving computers.
- During the investigation, we became aware that at some of the Department's work locations, several people use the same computer. This makes it difficult to know who is using the computer and for what.

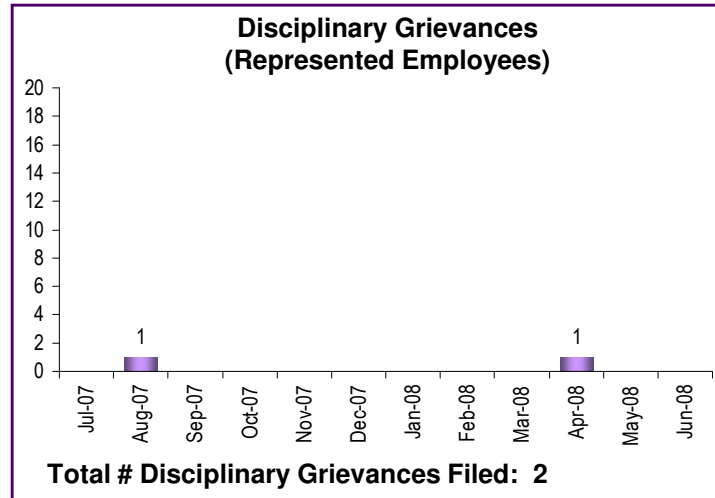
Action Steps:

- The Department must provide continuing education about proper and improper use of computer resources. Sending out monthly ethics tips via e-mail to all employees is a first step.
- Proper and improper use of computer resources must be one of the high-risk topics provided to supervisors, managers and employees via annual training.
- The Department must improve personal computer security and employee use of passwords. The Human Resources staff will partner with Information Technology staff to identify a more secure method for employees to access shared computers and to review/modify agency policy related to the use of computer resources.

Data Time Period: 07/07 to 06/08
Source: Agency data, DOP Business Intelligence and DOP Website

Disciplinary Grievances and Appeals

Agency Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Both disciplinary grievances were withdrawn following the first step of the grievance process.

No Personnel Resources Board Outcomes reported for this report.

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/07 – 06/08
Source: DOP Business Intelligence, DOP Website, and agency tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

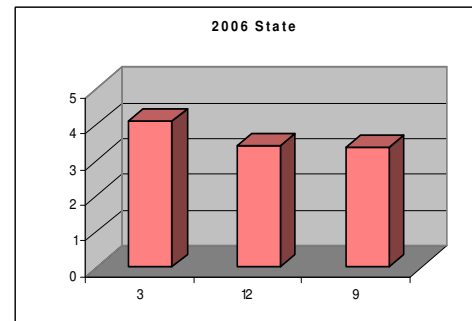
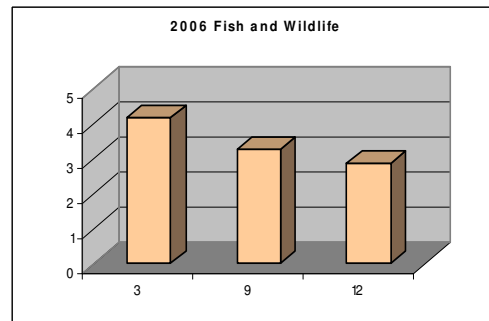
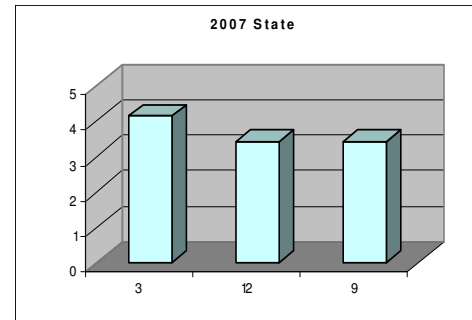
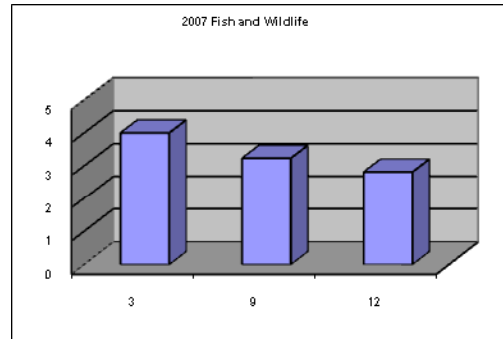
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: low	<u>2006</u>	<u>2007</u>
	<u>Avg</u>	<u>Avg</u>
Q3. I know how my work contributes to the goals of my agency.	4.2	4.00
Q12. I know how my agency measures its success.	2.9	2.81
Q9. I receive recognition for a job well done.	3.3	3.23
Overall average score for Employee Commitment ratings : 3.51		3.35



Analysis:

- Our employees feel connected to the goals of the Department, as exemplified by the responses to question # 3.

- Employee's position descriptions and performance evaluations are tied to the goals and objectives of the agency, and employees understand how they are connected to those goals.

- Asking question #12 seems to confuse the issue. Although employees understand their contributions to goals and objectives, how the agency measures success seems to be an enigma.

Action Steps

- The Executive Management Team is improving the internal communication plan to make the decision-making processes, successes and even failures, more transparent to employees throughout the agency.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

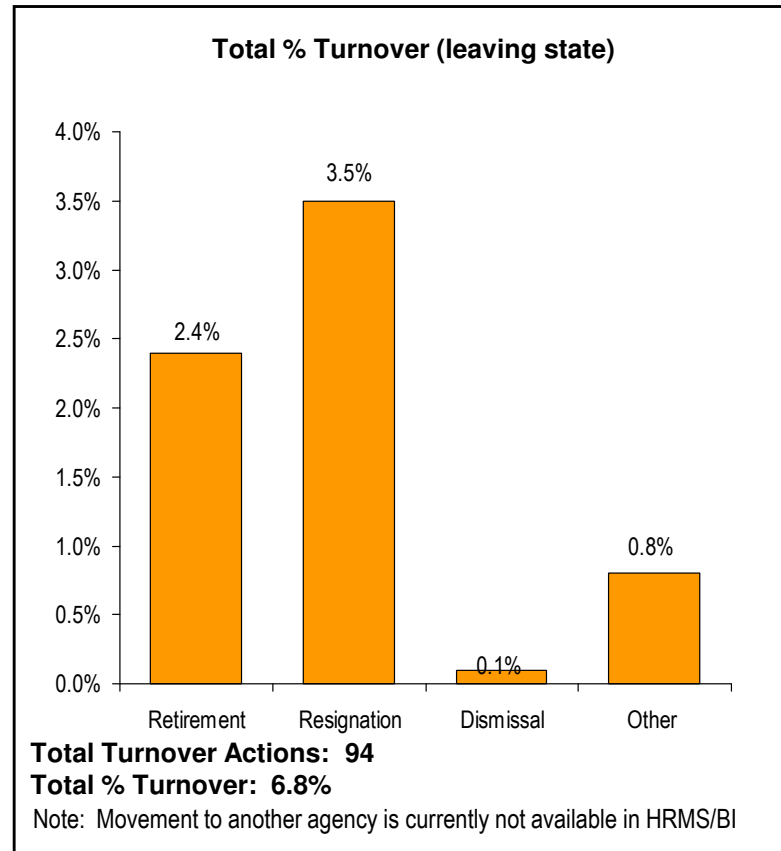
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority:



Analysis:

Our overall turnover rate dropped from 7.7% for the last reporting period to 6.8% for this reporting period.

There was also some change in the reasons for turnover. Turnover due to resignations decreased from 4.7% to 3.5% for the current reporting period. Meanwhile, turnover due to retirements has increased. During the previous reporting period, retirements accounted for 1.7% of the turnover. During the past year, retirements accounted for 2.4% of the turnover. This result is not unexpected due to the continuing trend of an aging workforce.

Action Steps:

- Although our turnover rate appears to have declined slightly, we continue to experience loss of resource professionals who are hired by other state agencies to perform comparable work for higher salaries. A recent class study for our core biologist classifications should help to address this salary disparity beginning July 2009.

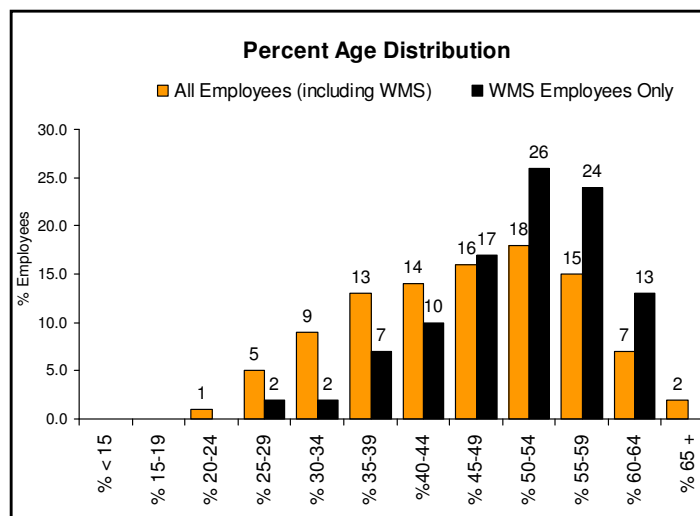
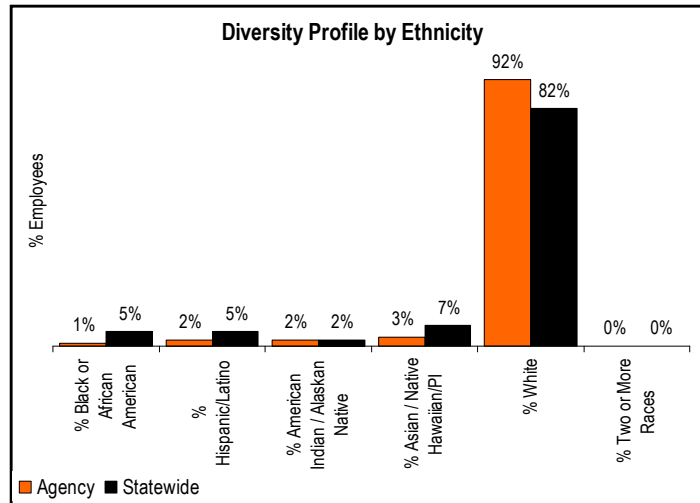


Data Time Period: 07/07 to 06/08
 Source: DOP Business Intelligence

Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	29%	53%
Persons w/Disabilities	2%	4%
Vietnam Era Veterans	4%	6%
Veterans w/Disabilities	2%	2%
People of color	8%	18%
Persons over 40	71%	75%



Analysis:

- Over the last year our diversity profile has remained fairly consistent. Caucasian is down 1%; Asian/Pacific Islander is down 1%.
- Statewide figures between the October 2007 report and October 2008 report, reflect Asian/Pacific Islander increased 1%.
- Natural Resource agencies find it difficult to increase diversity. Our workforce includes biological professionals and enforcement professionals requiring degrees; diversity pools are lower. Qualified collegiate applicant pools featuring diverse candidates are low.

Action Steps:

- Recruitment Specialist is assigned to increase target recruitments.
- Agency will analyze efficacy of increasing the use of in-training options.
- Agency will continue efforts to attract a diverse workforce.



Data as of 06/08
Source: DOP data/Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

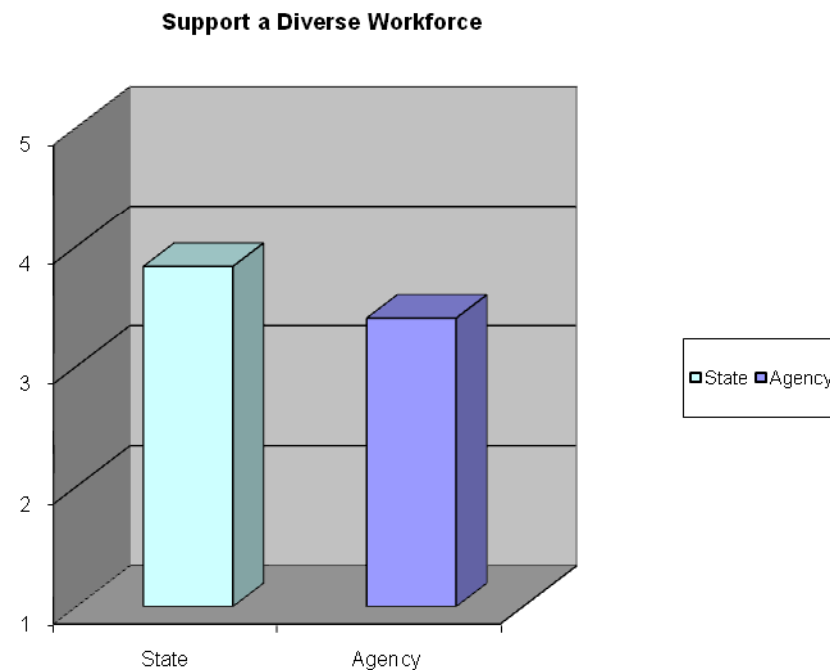
Retention measure (TBD)

Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: [High/Medium/Low]

Q13) My agency consistently demonstrates support for a diverse workforce.

Overall average score for support a diverse workforce State 3.83 Agency 3.40



Analysis:

- Department of Fish and Wildlife employees are slightly below the statewide average in feeling the agency "consistently demonstrates support for a diverse workforce."
- The Department continues to seek diversity in recruitment and hiring. Several years ago, the Department was at parity with women in the resource professional job group. We have decreased slightly in recent years and hope to move back toward parity.

Action Steps:

- In accordance with the agency affirmative action plan, we will concentrate efforts on hiring two groups: Asian/Pacific Islanders: the largest minority group achieving Bachelors Degrees in Washington State; and Women: in both the Professional and Technical job groups.
- Recruitment Specialist is assigned to increase target recruitments.
- Agency will continue efforts to attract a diverse workforce.

Data as of 06/08

Source: Agency – using the standard 13 question State Employee Survey